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BOOK REVIEWS AND NOTICES

The Traffic Field. LaSalle Extension University, 1919. xv+299 pages.

This volume, which is prepared under the editorial supervision of Samuel MacClintock, is a recent addition to the lengthy list of textbooks dealing with transportation problems which LaSalle Extension University has published. The title *Traffic Field* suggests that the work is intended as a survey of the problems connected with traffic management. It is the work of five different men, each of whom has prepared one of the five parts into which the volume is divided. Part I, dealing with "Industrial Traffic Department," was prepared by Mr. J. W. Cobey, traffic manager of the National Cash Register Company, Part II deals with "Associated Traffic Management," Part III with "Community Traffic Management," Part IV with "Public Utility Commission Work" in the traffic field, and Part V with "Railway Traffic Management."

By far the larger portion of the book deals with industrial traffic management. The section dealing with this subject includes about three-fourths of the material, and the remaining four topics are hastily surveyed in some seventy-five pages. It is therefore evident that the text is designed mainly to be of service to the industrial traffic manager, although it aims at the same time to give him some insight into the problems of traffic men in other fields. The last part, which treats of railway traffic management, will hardly be satisfactory to anyone working in that field, but the author has probably not intended it for such readers.

It is mainly in the first part that the student of traffic problems will look for material. The author quickly discards the view, all too common perhaps, that the traffic manager of today needs to have a superficial knowledge of freight rates and packing requirements and possess the ability to audit freight bills with some exactitude. While knowledge of railroad conditions such as an ex-railroad man might possess is desirable, yet in the author's view it is not decisive. Indeed, the ex-railroad man might not prove to be a satisfactory traffic manager for an industrial concern because of his railroad bias. Perhaps the author's view of the function of the traffic manager is best found in this statement: "Until it is appreciated that the traffic manager must not only know how to

pack and route shipments, file claims, and trace shipments, but must also be of assistance to the selling department, to the credit department, to the advertising department, to the purchasing department—in fact to all other departments of a well-organized concern—his real place has not been comprehended." From this view it would be difficult to dissent.

Having established his point of view, the author devotes the remainder of his discussion to the problems of organizing the department, layout of the office, use of office appliances in connection with traffic work, duties of various subordinates, and office routine. Chapters are also given to the use of graphs, charts, and maps, local transportation by truck, and foreign shipping requirements.

Although the writer assumes a broad point of view regarding the work of the traffic expert, it must be confessed that he has not developed it thoroughly in the course of his discussion. In the main it deals with the routine of traffic management. Accepting the view that the traffic manager must be of assistance to selling and other departments, it would seem desirable that more attention should be given to the problems of those departments in the solution of which the traffic manager can be of assistance. One reads the book with the feeling that this problem has merely been stated, and not solved.

Nevertheless, it is believed that the volume will be of interest to those who desire a general survey of the traffic field, who desire to know what is standard practice in traffic management, and who desire suggestions for organization of office routine.

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The Journeymen Tailors' Union of America, A Study in Trade Union Policy. By CHARLES JACOB STOWELL, PH.D. Urbana, Ill. (University of Illinois Studies in the Social Sciences.) 1918. Pp. x+125+x.

This is a doctor's dissertation submitted to the economics faculty of the University of Illinois. The first chapter recites that the union was organized in 1883, that it reached its maximum membership in 1904 when it had 16,000 members, that it declined in membership to 13,000 in 1909, and that it has since stood still. The second chapter discusses trade-union demands and practices. Most of those mentioned are not peculiar to the tailors alone, and could as well have been omitted or at best summarized. One point is worth while, however, and that is the